



PUBLICIS
GROUPE

**COMBINED GENERAL
SHAREHOLDERS' MEETING
RUNNING ORDER 2026**



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GROUPE**

COMBINED GENERAL SHAREHOLDERS' MEETING RUNNING ORDER 2026



- | Opening of the Combined General Shareholders' Meeting
- | Emeritus Chairman's Speech
- | Review of 2025 and 2026 Outlook
- | Report of the Board of Directors
- | Report of the Board's Committees
- | Report of the Lead Director
- | Report of the Statutory Auditors
- | Questions / Answers
- | Vote of resolutions

OPENING OF THE COMBINED GENERAL SHAREHOLDERS' MEETING

EMERITUS CHAIRMAN'S SPEECH

REVIEW OF 2025 AND 2026 OUTLOOK

AGENDA

2025 HIGHLIGHTS

2025 FINANCIAL RESULTS

2026 OUTLOOK

2025

INDUSTRY LEADER
FOR THE 6TH
CONSECUTIVE YEAR

N°1

Net revenue

Organic growth

Operating margin

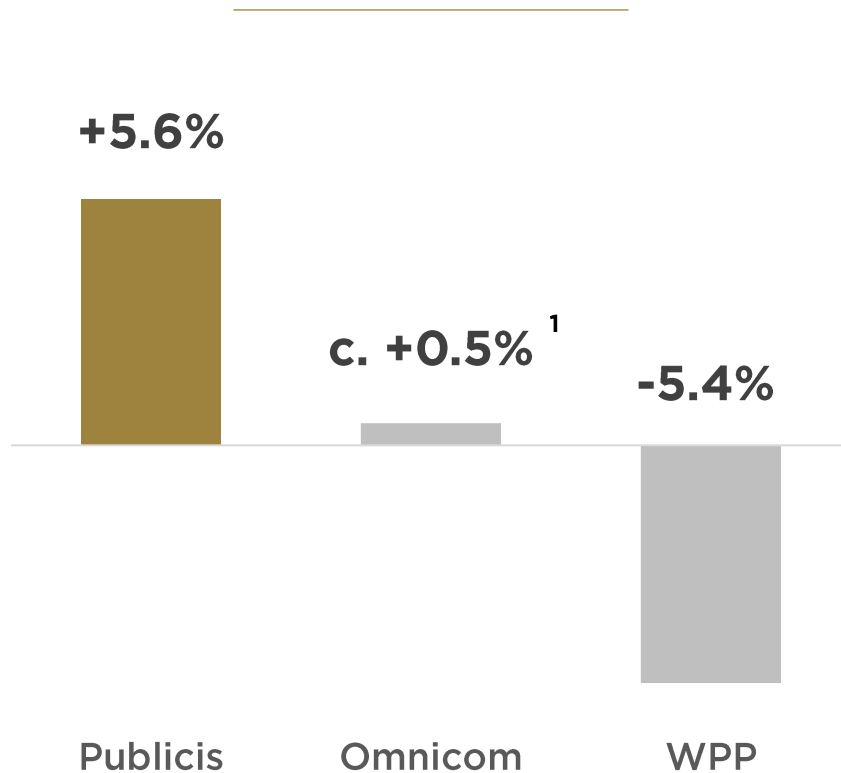
New business

Market capitalization

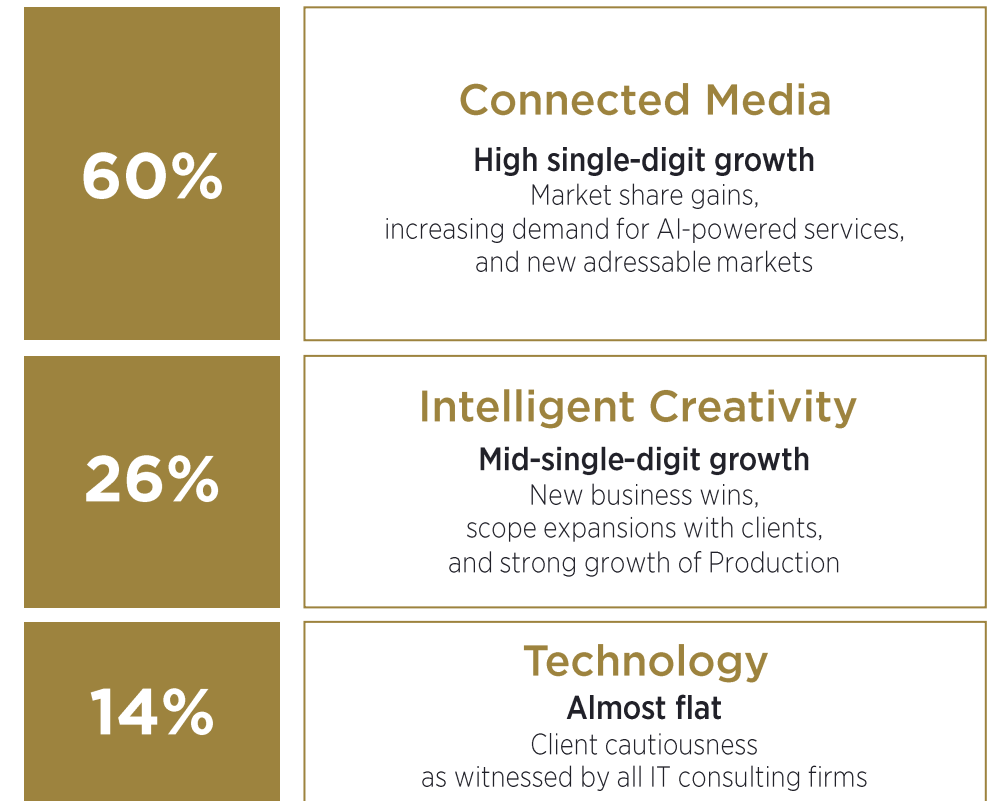
ESG

N°1 ORGANIC GROWTH

Net revenue organic growth
well ahead of peers



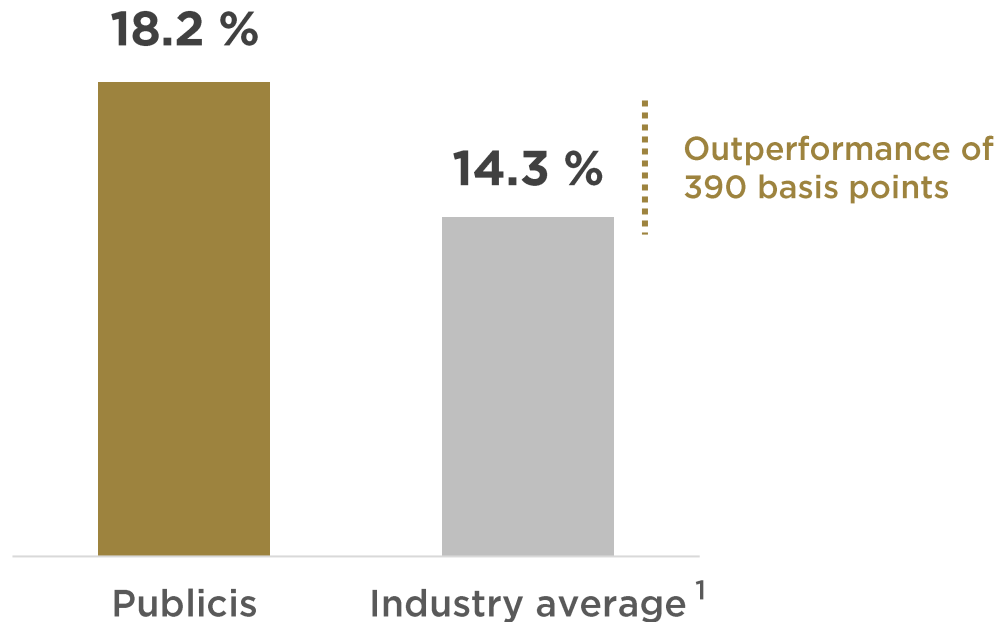
Unique revenue mix



1. Barclays' estimate.

N°1 OPERATING MARGIN WHILE REWARDING TALENT

Operating margin rate



Value shared with employees through:

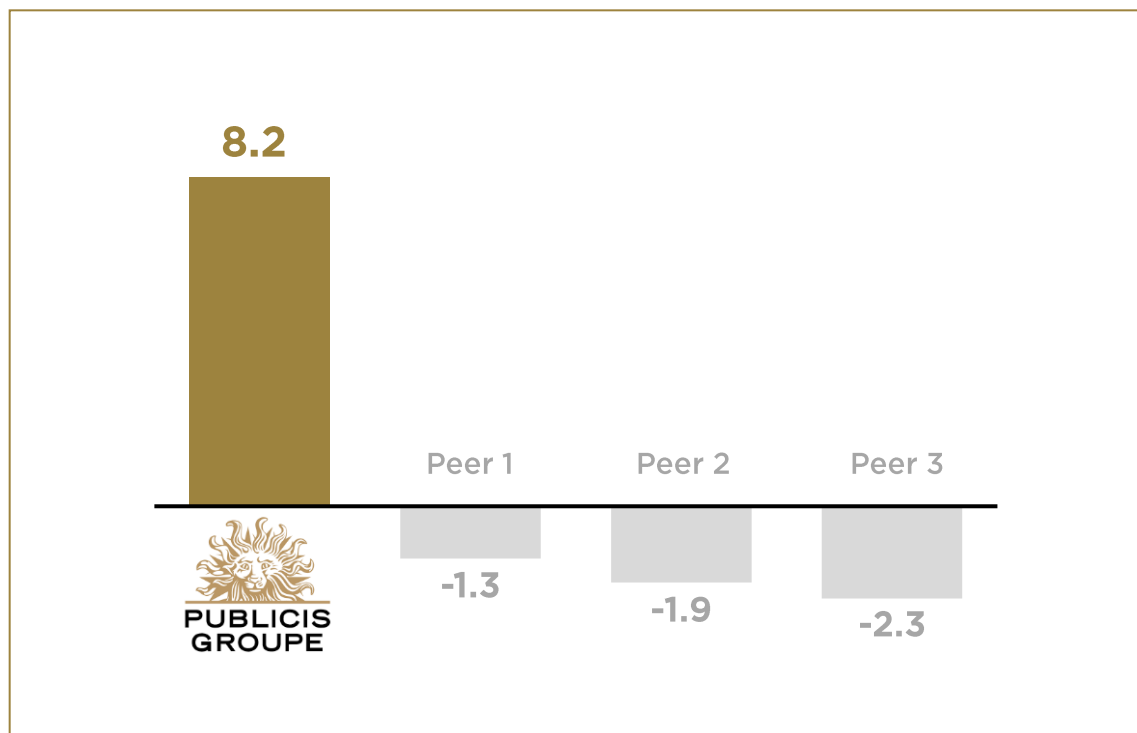
- | An **average wage increase** of 6.9%, after an increase of 6.5% in 2024
- | A **bonus pool and variable remuneration**, driven by the **Groupe's industry-leading performance** representing close to 4% of net revenue

1. Average of the margins reported by Omnicom and WPP.


N°1 FOR NEW BUSINESS

Net new business billings¹

in \$ billion



Holding company new business ranking²



Rank	Holding Compay	Est. Creative Revenue (\$ m)	Est. Media Revenue (\$ m)	Est. Total Revenue (\$ m)	N° of Wins
1	Publicis Groupe	622.8	471.0	1 093.7	1,458
2	WPP	363.8	-127.1	236.6	672
3	Omnicom	16.9	199.6	216.5	656
4	Interpublic	78.3	80.7	159.0	192

1. JP Morgan research (2025).

2. Mediasense New Business League (2025).

N°1 FOR ESG

Ranked number one in the industry on ESG for the 6th consecutive year
by 7 leading rating agencies

Bloomberg

ecovadis

ISS ESG

MOODY'S

MSCI



S&P Global



SUSTAINALYTICS

Distinctions among peers:

- | Recognized by **Time Magazine** as one of the World's Most Sustainable Companies (24/500)
- | Included in the **S&P Global Sustainability Yearbook** for 2026
- | Recognized by **Sustainalytics** as an Industry Leader and Region Leader
- | Retained in the global **Equileap Top 100** ranking and listed as number one in France

Included in the key ESG indexes:

Dow Jones Best-in-
Class World Index

Dow Jones Best-in-
Class Europe Index



FTSE4Good

CAC 40 ESG

CAC SBT 1.5

AGENDA

2025 HIGHLIGHTS

2025 FINANCIAL RESULTS

2026 OUTLOOK

2025 KEY FIGURES

Net revenue

€14.5bn

+5.6% organic
+4.2% reported

**Operating
margin**

€2.6bn

+5.1% reported

Free cash flow¹

€2.0bn

vs. €1.8bn
in 2024

**Net debt
(average)**

€1.0bn

vs. €0.6bn
in 2024

1. Before change in WCR.

OPERATING MARGIN

(€ million)	2025	2024
Net revenue	14,547	13,965
Operating margin	2,648	2,519
% net revenue	18.2 %	18.0 %

- | Operating margin rate reaching a record level of 18.2%, the highest of the industry
- | Continued investment to support growth:
 - | More than 5,000 net recruits in 2025
 - | Bonus pool (including share-based incentives) at the highest level of the industry
 - | Investment in artificial intelligence of c. €115m (+15% vs. 2024)

SELECTED CASH FLOW ITEMS AND CHANGE IN NET DEBT

(€ million)	2025	2024
Free cash flow before change in WCR	2,032	1,838
Change in WCR	234	(161)
Acquisitions (incl. earn-outs, net of disposals)	(709)	(889)
Dividends paid	(912)	(865)
(Purchase) / Sale of treasury shares	(147)	(148)
Non-cash impact on net debt ¹	(725)	91
Reduction (increase) in net debt	(227)	(134)

- | Sustained operational performance in 2025
- | Bolt-on acquisitions including Captiv8 and BR Media in influencer marketing, and Lotame in identity resolution

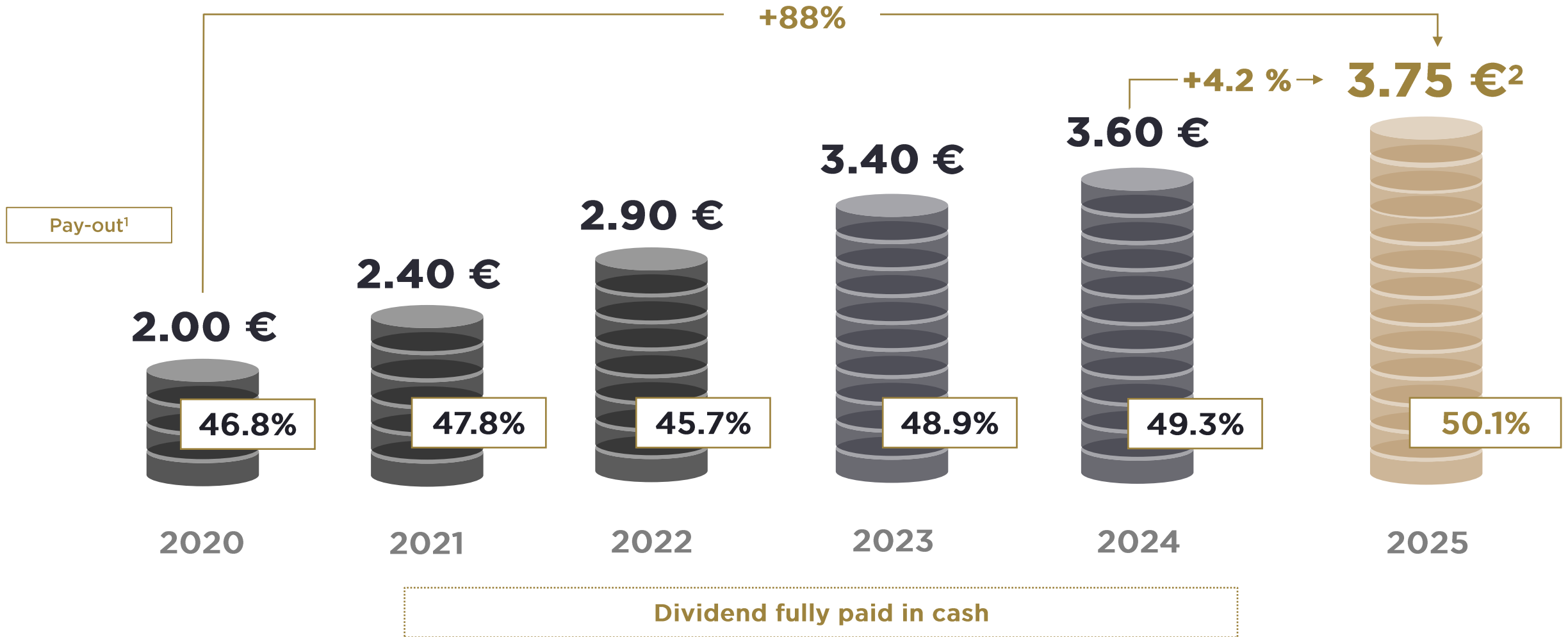
¹ 2025: Change in earn-outs & buy-outs €(305)m, currency translation adjustments & change in fair value of swaps €(411)m and others €(9)m.
2024: Change in earn-outs & buy-outs €(115)m, currency translation adjustments & change in fair value of swaps €198m and others €8m.

NET FINANCIAL DEBT

(€ million)	2025	2024		
Net financial debt, average	971	585	S&P BBB+ Outlook stable	Moody's Baa1 Outlook stable
Net financial debt, year-end	(548)	(775)		

- | Very solid financial situation in an uncertain macroeconomic context
- | Increase of average net financial debt by c. €400m vs. 2024, of which €300m is related to the negative currency translation effect resulting from the dollar's decline against the euro

DIVIDEND



1. Dividend per share / diluted EPS.

2. 2025 dividend submitted to shareholders' approval at the AGM on May 27, 2026.



Sorry for the mess on your desk, Marcel



Agency of the year
For the 2nd consecutive year
at 

Anthropic

Alphabet

Palantir

Nvidia

TIME

Meta

OpenAI

Alibaba

100

MOST INFLUENTIAL COMPANIES

Netflix

BYD

Publicis Groupe

“Communications innovator”

Dell

Boston Dynamics

Novo Nordisk

Toyota

Tencent

SpaceX

AGENDA

2025 HIGHLIGHTS

2025 FINANCIAL RESULTS

2026 OUTLOOK

2026: A YEAR OF MAJOR CHALLENGES

1.

**MORE DIFFICULT
MACROECONOMIC
ENVIRONMENT**

2.

**UNCERTAINTIES
SURROUNDING THE
RISE OF ARTIFICIAL
INTELLIGENCE**

3.

**TRANSFORMED
COMPEPTITIVE
LANDSCAPE**



Impact on our clients

A VERY GOOD START TO 2026

Organic revenue growth
in Q1 2026

+6,4 %

Organic net revenue growth
in Q1 2026

+4,5 %

Confirmation of all 2026 guidance despite the uncertain macroeconomic context

Net revenue organic growth 2026

+4% to +5%

with a very solid floor

and anticipating Q2 to post a slight acceleration vs. Q1

Operating margin rate

Slight improvement
compared to 18.2%,
the highest rate of the industry

Free cash flow

c. €2.1bn
before change in WCR
and based on 1 EUR = 1.20 USD

3 key reasons for our confidence
in delivering our objectives and continuing
to outperform in 2026 and beyond

1 WE ARE 100% FOCUSED ON CLIENTS

Our transformation is behind us

1 Significant investments in data and tech

publicis
sapient
Epsilon

2 Elimination of silos to integrate capabilities at country level

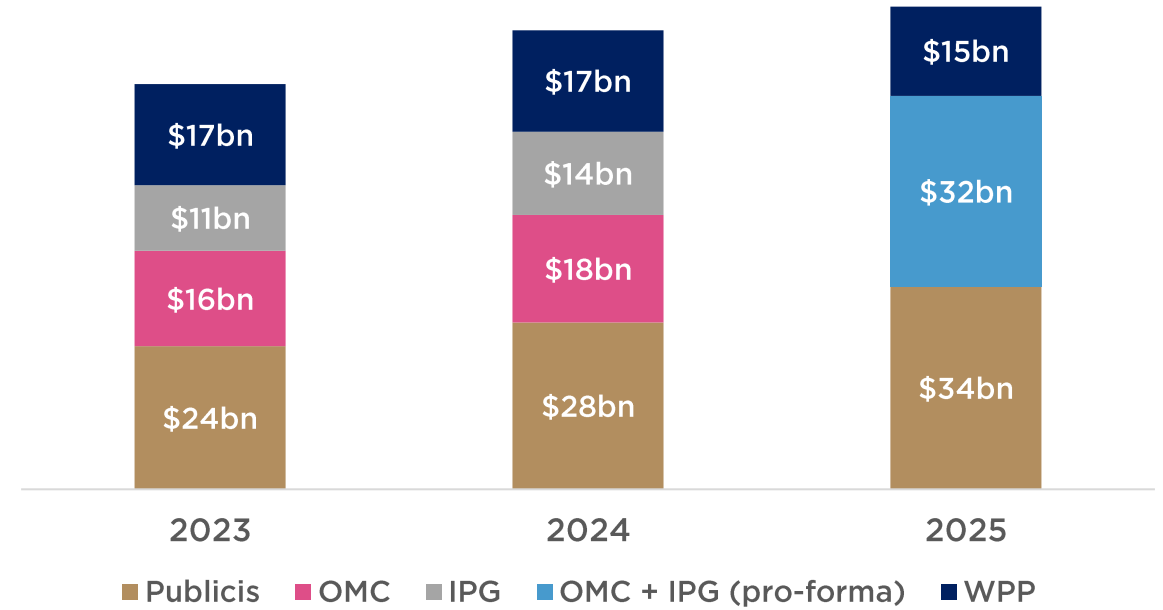
The Power Of One

3 First-mover in AI with creation of Marcel in 2017

M R C L

Cementing our n°1 position in the U.S.

U.S. media billings¹



1. COMvergence 2025 Global New Business Barometer.

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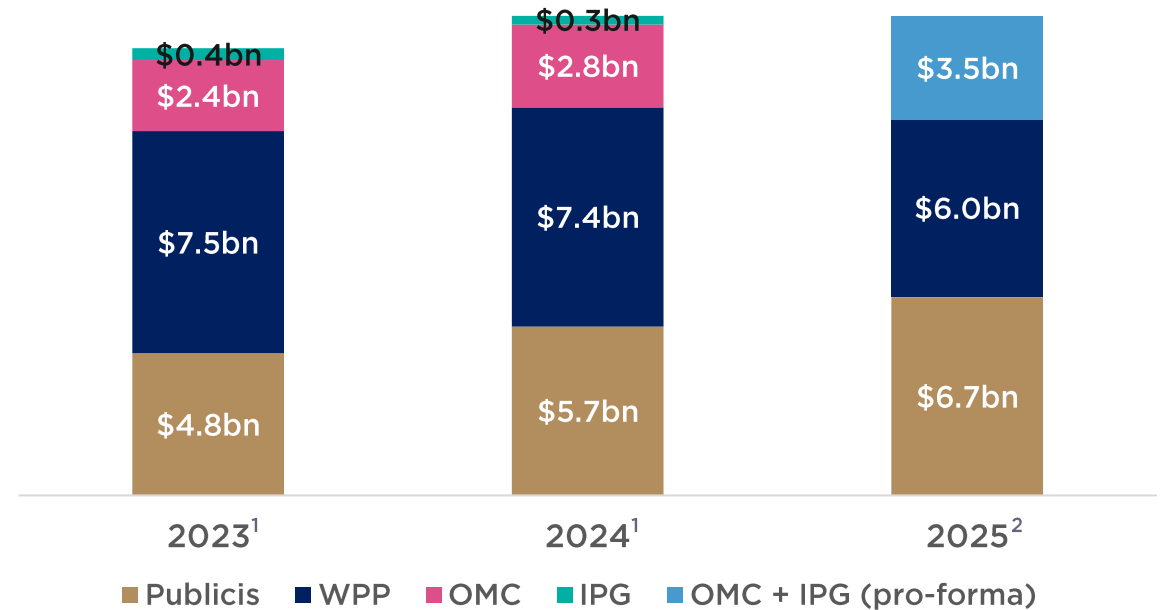
The Power Of One

3 First-mover in AI with creation of Marcel in 2017

M R C L

Becoming n°1 in China for the first time in 2025

China media Billings¹



1. COMvergence 2025 Global New Business Barometer.

2. COMvergence 2025 GAMA.

1 WE ARE 100% FOCUSED ON CLIENTS

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is behind us

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in data and tech

publicis
sapient
Epsilon

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to integrate capabilities
at country level

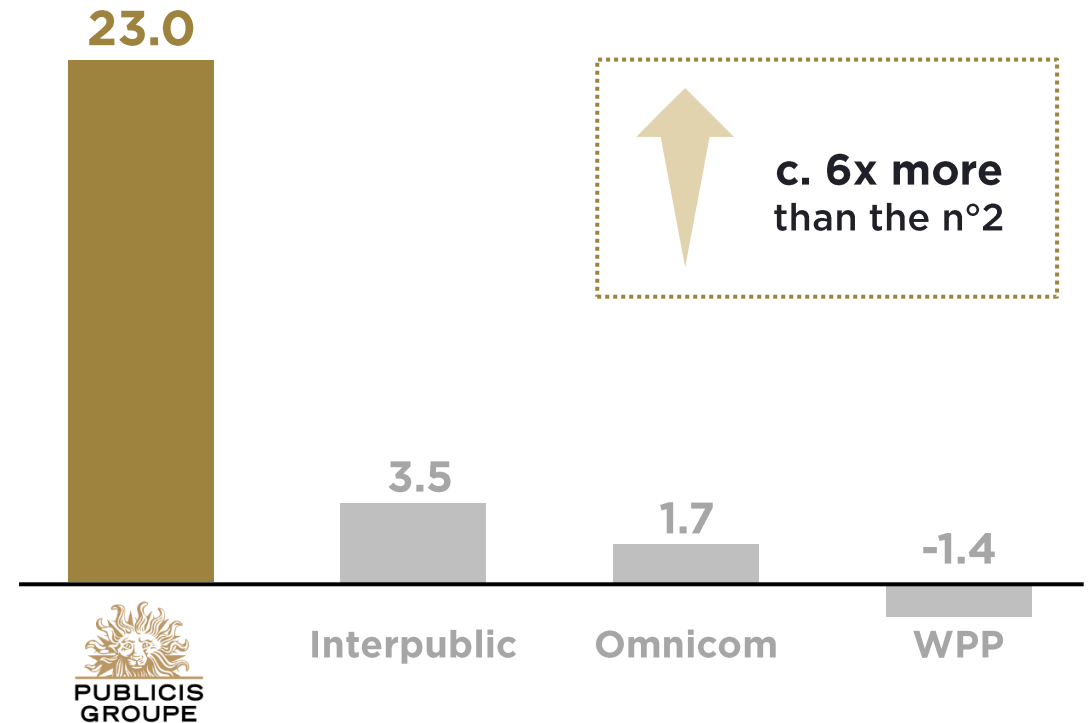
The
Power
Of
one

3 **First-mover in AI**
with creation of Marcel
in 2017

M R C L

N°1 in new business

Net new business billings since 2020 (\$bn)¹



1. JP Morgan research (2020-2025).

1 WE ARE 100% FOCUSED ON CLIENTS

**Our transformation
is behind us**

**1 Significant
investments**
in data and tech

publicis
sapient
Epsilon

2 Elimination of silos
to integrate capabilities
at country level

**The
Power
Of
one**

3 First-mover in AI
with creation of Marcel
in 2017

M R C L



2026

**Consensus on
organic growth**

+4.6%



Publicis

-0.8%



Industry
average¹

2026

**Consensus on
operating margin**

18.4%



Publicis

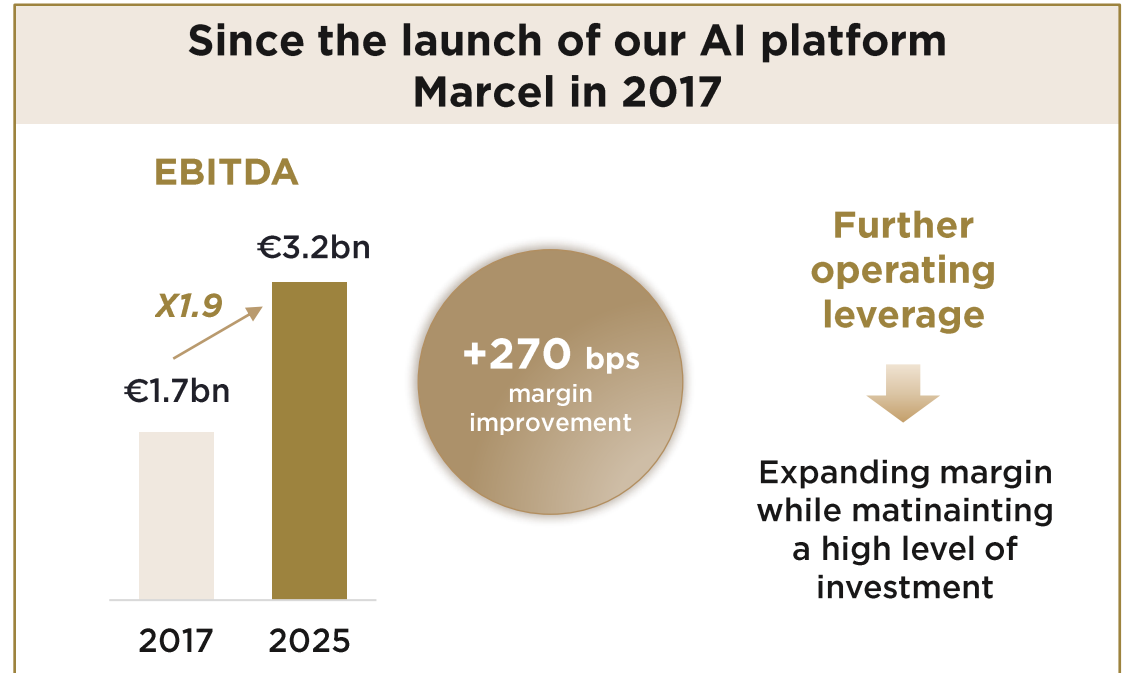
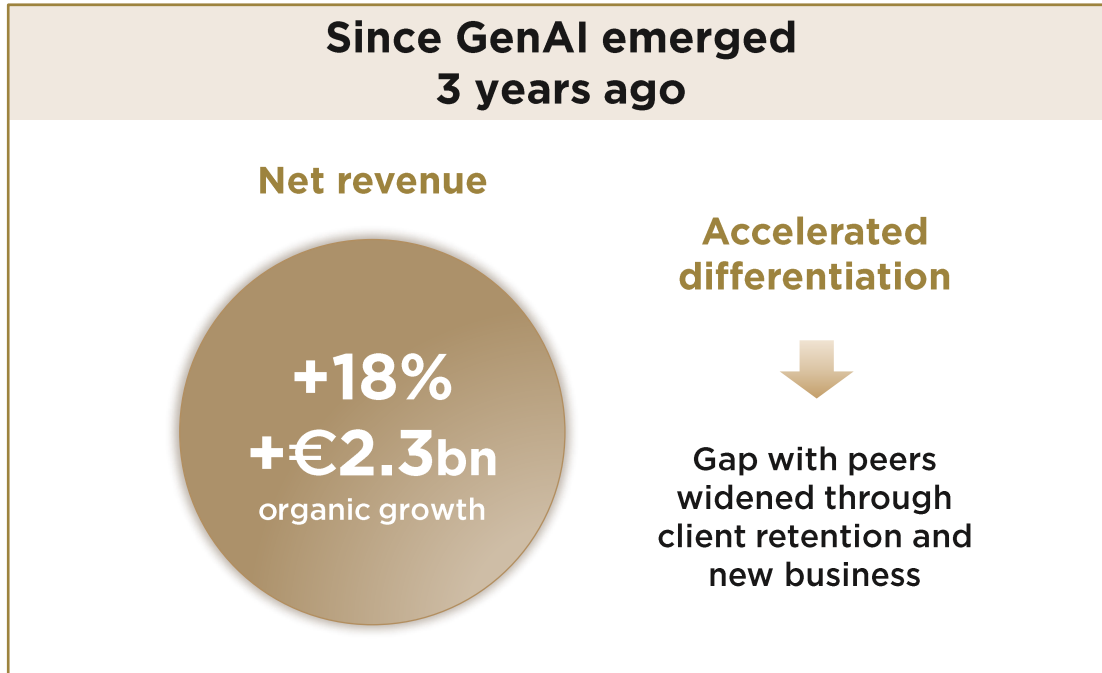
15.6%



Industry
average¹

1. VUMA consensus for WPP. Internal consensus for Omnicom.

2 WE HAVE MADE ARTIFICIAL INTELLIGENCE A DRIVER OF GROWTH AND PROFITABILITY



Accelerating our clients' growth

- Identify their consumers
- Connect their media ecosystem
- Create intelligent content
- Measure performance

Improving Publicis' performance

- Automation
- Offshoring
- Agentification of operations

3 FEWER COMPETITORS IN AN EXPANDING ADRESSABLE MARKET FOR US

Fewer competitors

From **6** players in 2020



... to **3** players today

with global reach
capable of delivering the needs
of international clients

Expanding addressable market

**Bolt-on acquisitions
in high-growth segments**



+20%
net revenue organic
growth in 2025

Accelerating
EPS growth

**Industry's strongest balance sheet
to invest in what clients need in the age of AI**



adage

160/90

/LiveRamp

3 /LiveRamp

LiveRamp is a global data collaboration platform helping companies to securely unify, manage, and activate their data across the digital ecosystem.

Acquisition of
€1.8bn
(enterprise value)

ALL CASH TRANSACTION

- | LiveRamp delivered 13% average annual net revenue growth over the last 5 years¹...
- | ... and consistently posted solid operating margin² improvement, from 3.6% in 2021¹ to 22.4% in 2026¹
- | Accretive to the Groupe's headline EPS as of the first year of consolidation

Next steps

Approval of LiveRamp shareholders

Regulatory approvals

Expected closing by year end 2026

1. Financial year ending on March 31.
2. Non-GAAP EBIT margin.

3 /LiveRamp

A KEY EXPERTISE FOR CLIENTS
DATA CO-CREATION

93%

of organizations can't take advantage of AI due to a lack of the right data, well-organized data...¹



**DATA
CO-CREATION**

Business data

Partner data

/LiveRamp

**MORE
INTELLIGENT
AGENTS**

**ALLOWING
CLIENTS TO
MAKE AI A
COMPETITIVE
ADVANTAGE**

**NEUTRAL AND INTER-OPERABLE,
LIVERAMP INTEGRATES PERFECTLY INTO OUR MODEL**

BUSINESS AGENTS

M R C L ACTIVATION OF CONNECTED AGENTS

DATA CO-CREATION

/LiveRamp

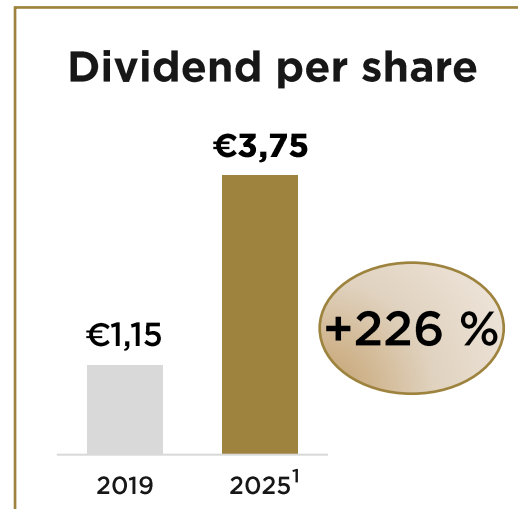
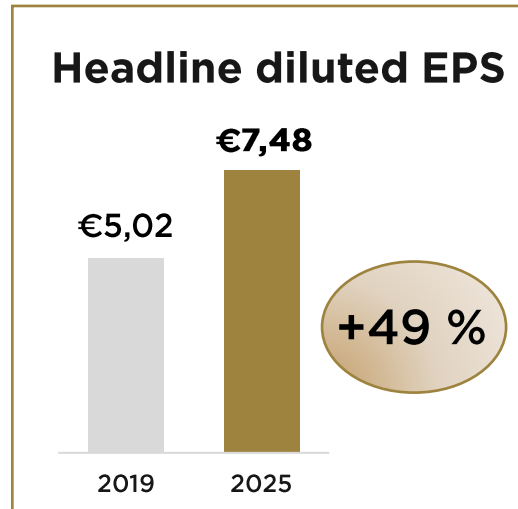
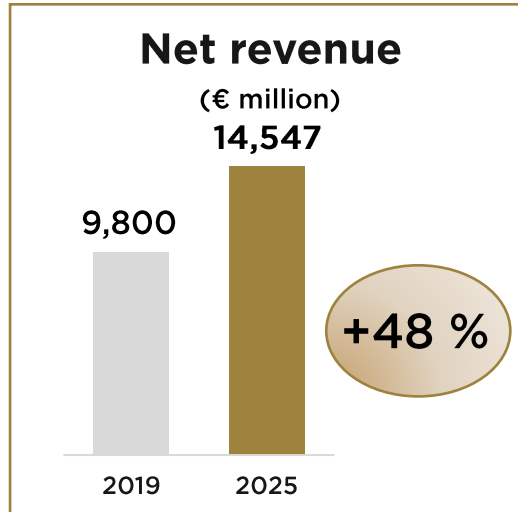
DATA COLLABORATION

Epsilon® IDENTITY RESOLUTION AND CONNECTIVITY

**publicis
sapien**

MODERNIZATION OF INFRASTRUCTURES

WILL ALLOW US TO SUSTAIN THE TRAJECTORY INITIATED WITH EPSILON...



Total
shareholder return

+158 %

1. 2025 dividend submitted to shareholders' approval at the AGM on May 27, 2026.

THANK YOU

REPORT OF THE BOARD OF DIRECTORS

REPORT OF THE BOARD'S COMMITTEES

AUDIT AND FINANCIAL RISK COMMITTEE

COMPOSITION AND ACTIVITIES IN 2025

Committee Chair
Thomas H. Glocer
Committee members
Jean Charest André Kudelski Suzan LeVine Tidjane Thiam

| Assisted by Jean-Michel Étienne, permanent expert to the Audit and Financial Risk Committee

| The main activities carried out by the Committee in 2025 are described in Chapter 3.1 of the Universal Registration Document (page 98).

Main activities of the Committee in 2025

- | Review of corporate and consolidated financial statements
- | Monitoring the work of the Statutory Auditors and the Sustainability Auditors
- | Review of the analysis of significant risks identified by the Group and the cybersecurity framework in collaboration with the Strategic, Environmental and Social Committee
- | Monitoring of extra-financial information (including the double materiality matrix, climate risk mapping, and the climate transition plan)
- | Supervision of internal audit activities
- | Oversight of internal controls and risks related to the most sensitive investigations and litigations

NOMINATING COMMITTEE

COMPOSITION AND ACTIVITIES IN 2025

Committee Chair

Élisabeth Badinter

Committee members

Thomas H. Glocer
Marie-Josée Kravis
André Kudelski
Antonella Mei-Pochtler

- | The main activities carried out by the Committee in 2025 are described in Chapter 3.1 of the Universal Registration Document (page 100).

Main activities of the Committee in 2025

- | Review of the composition of the Board and its Committees
- | Continuation of the recruitment process for new Directors
- | Annual assessment of the independence of Directors
- | Work on succession planning for the Chairman & CEO and key executives

CHANGES IN THE COMPOSITION OF THE BOARD

Term of office:
4 years

End of term of office:
2030 Annual General Shareholders' Meeting 2030



Tidjane THIAM

| Renewal

- | An outstanding international career
- | A strategic vision enriched by dual expertise: developed and emerging markets
- | Member of the Audit and Financial Risk Committee and the Strategic, Environmental and Social Committee

| Expertises

- | International experience
- | Finance / Audit
- | Governance
- | Geopolitics



Benjamin BADINTER

| Appointment

- | Nearly 30 years of operational experience in the Group's media activities
- | Chairman and CEO of Médiavision et Jean Mineur
- | Chairman of the Board of Directors of Métrobus

| Expertises

- | Communication / Advertising / Media
- | Governance
- | Human Resources

MOTION FOR A NEW RESOLUTION: APPOINTMENT OF MS. JAIME TEEVAN AS DIRECTOR



In addition to the resolutions concerning the renewal of Mr. Tidjane Thiam and the appointment of Mr. Benjamin Badinter, the Board of Directors, on the recommendation of the Nominating Committee, proposes that you appoint Ms. Jaime Teevan as an Independent Director.

Term of office:
4 years

End of term of office:
2030 Annual General Shareholders' Meeting



Jaime TEEVAN

| Appointment

- | Chief Scientist and Technical Fellow at Microsoft
- | Led the creation of M365 Copilot
- | Designer of Bing's first search algorithm
- | Holds a Ph.D. in AI from MIT and teaches at the University of Washington

| Expertise

- | AI
- | Technology

RESOLUTION A: APPOINTMENT OF MS. JAIME TEEVAN AS A DIRECTOR

The General Shareholders' Meeting, voting in accordance with the quorum and majority requirements for ordinary general shareholders' meetings, having reviewed the Board of Directors' report, appoints Ms. Jaime Teevan as Director, with effect from the end of this Shareholders' Meeting, for a term of four years expiring at the end of the General Shareholders' Meeting convened to approve the financial statements for the year ending December 31, 2029.

Ms. Jaime Teevan has declared that she has accepted the mandate entrusted to her and that she is not subject to any measure that could prohibit her from exercising it.

COMPENSATION COMMITTEE

COMPOSITION AND ACTIVITIES IN 2025

Committee Chair
Antonella Mei-Pochtler
Committee members
Thomas H. Glocer André Kudelski Patricia Velay-Borrini, <i>Director representing employees</i>

- | Assisted by Michel Cicurel, permanent expert to the Compensation Committee
- | The main activities carried out by the Committee in 2025 are described in Chapter 3.1 of the Universal Registration Document (page 101).

Main activities of the Committee in 2025

Groupe employees:

- | 2024 Bonus pool paid in 2025, including for the members of the Executive Committee and Management Committee
- | Performance validation of the share-based plans
- | Envelope for share-based plans
- | Living wage and pay equity
- | Information on compensation reviews and recruitment of key executives
- | Pay ratios

Corporate officers:

- | 2025 Chair and CEO compensation policy and recommendations for 2026
- | 2025 Directors' compensation and policy and recommendations for 2026
- | 2024 Chair and CEO's annual variable compensation
- | 2024 Directors' compensation

COMPENSATION COMMITTEE

2026 COMPENSATION POLICY APPLICABLE TO DIRECTORS

Annual budget and structure

The annual budget for Directors, amounting to euro 1.7 million, as well as the structure of Directors' compensation remain unchanged

	Board Director	Committee member	Committee Chair (additional compensation for the chaired committee)	Lead Director
Annual fixed compensation	€10,000	-	+€7,500	+€30,000
Compensation paid per meeting	€6,000	€6,000	+€1,500	

New for 2026

Application of a *prorata temporis* to the annual fixed compensation of any new Director not already in office on January 1st, 2026, depending on the start or end date of their term of office

COMPENSATION COMMITTEE

2026 COMPENSATION POLICY APPLICABLE TO THE CHAIRMAN AND CEO

- | The compensation of the Chairman and Chief Executive Officer remains unchanged in its structure
- | The annual fixed compensation would be increased by 20% as from January 1st, 2026

Annual fixed compensation

€ 1 170 000 ► € 1 404 000

Annual variable compensation

Target: 200% of the annual fixed compensation
Max: 300% of the annual fixed compensation

Variable long-term compensation

Target: 300% of the annual fixed compensation
Max: 350% of the annual fixed compensation

To which is added his compensation as Director;
no compensation is paid for his duties as Chairman of the Board of Directors.

The proposed increase corresponds to an adjustment of the annual fixed compensation, which has remained unchanged since 2022. It takes place in a context of successful transformation and Group's exceptional, sustained financial outperformance.

COMPENSATION COMMITTEE

COMPENSATION IN RESPECT OF THE 2025 FINANCIAL YEAR OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Mr. Arthur Sadoun

Annual fixed compensation	€ 1,170,000
Annual variable compensation	€ 3,510,000
TOTAL*	€ 4,680,000
Performance shares granted in 2025	€ 3,612,924

* Excluding his compensation as Director

Criteria	Objective achievement level	Amount to be paid
Financial performance of Publicis Groupe		
- Organic growth	Maximum objective exceeded	€ 1,521,000
- Operating margin	Maximum objective exceeded	€ 1,521,000
Individual non-financial criteria		
CRS:		
- Impact and Equity	Target objective exceeded	€ 234,000
- Fight against climate change	Target objective exceeded	€ 234,000
Total		€ 3,510,000

Achievement rate **150%**

STRATEGIC, ENVIRONMENTAL AND SOCIAL COMMITTEE

COMPOSITION AND ACTIVITIES IN 2025

Committee Chair

Marie-Josée Kravis

Committee members

Simon Badinter

Jean Charest

Sophie Dulac

Suzan LeVine

Tidjane Thiam

Pierre Pénicaud,

Director representing employees

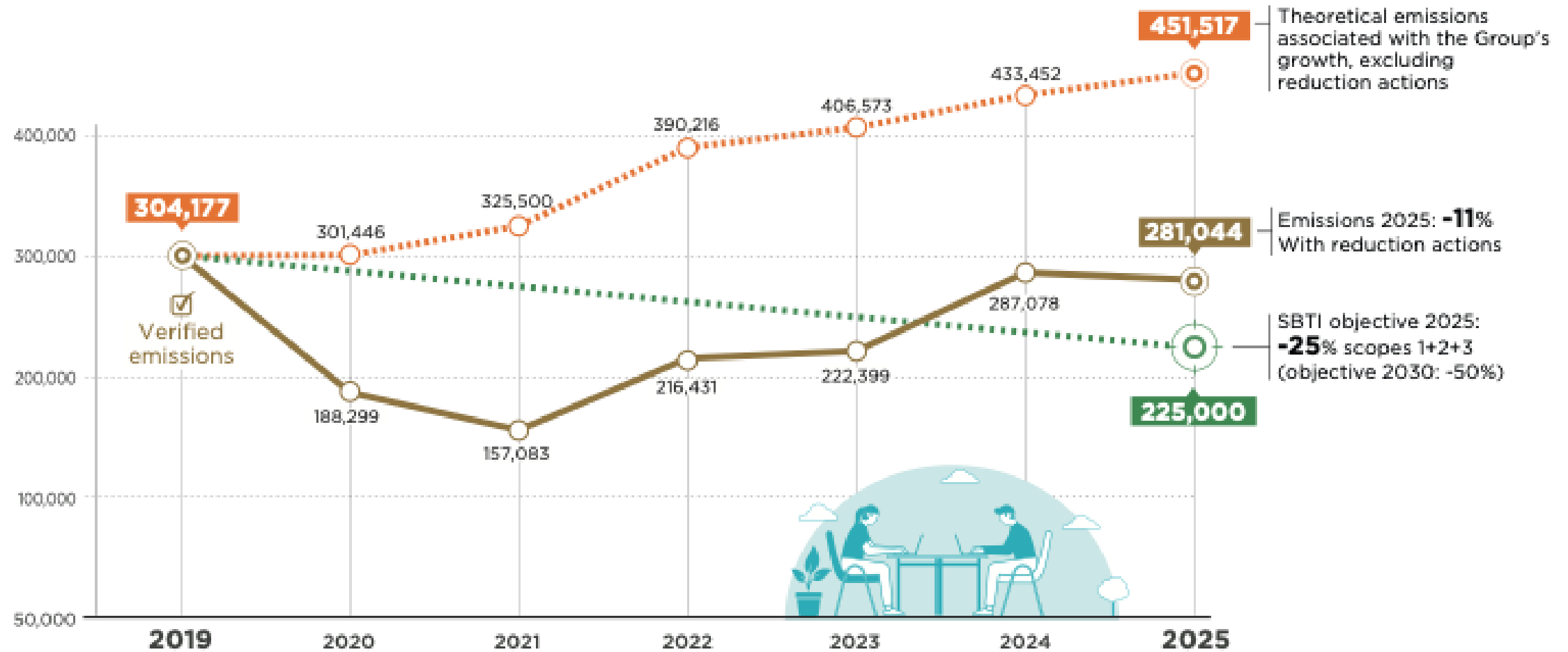
Main activities of the Committee in 2025

- | Review of the Group's major risk mapping and cybersecurity framework, in coordination with the Audit and Financial Risk Committee
- | Scenario planning analysis to assess the Group's ability to respond in the event of a crisis
- | Monitoring of the M&A policy and the 2025 M&A plan
- | Review of climate, non-compliance and ethics risks
- | Monitoring of the duty of care plan
- | Monitoring of sustainability reporting

- | The main activities carried out by the Committee in 2025 are described in Chapter 3.1 of the Universal Registration Document (page 103).

THE GROUP'S CARBON FOOTPRINT SINCE 2019

IN TONS OF CO₂ EQUIVALENT



REPORT OF THE LEAD DIRECTOR

REPORTS ISSUED BY THE STATUTORY AUDITORS

REPORTS ISSUED BY THE STATUTORY AUDITORS

For the Ordinary General Shareholder's Meeting

- | On the Annual Financial Statements (1st resolution)
- | On the Consolidated Financial Statements (2nd resolution)
- | On the Related-Party Agreements (4th resolution)

For the Extraordinary General Shareholders' Meeting

- | On the issuance of shares and/or marketable securities with retention and/or cancellation of preferential subscription rights (12th, 13th, 14th, 15th, 17th, 18th and 19th resolutions)
- | On the issuance of ordinary shares and/or securities giving access to the company's share capital, reserved for members of a company savings scheme (20th resolution)
- | On the issuance of ordinary shares and/or marketable securities for certain categories of beneficiaries with cancellation of preferential subscription rights (21st resolution)

REPORTS ISSUED BY THE STATUTORY AUDITORS

REPORTS ON CONSOLIDATED AND ANNUAL FINANCIAL STATEMENTS

(as of February 3rd and of March 24th 2026)

Consolidated Financial Statements

Chapter 6.7, pages 335-340,
Universal Registration
Document 2025

Annual Financial Statements

Chapter 7.6, pages 366-370,
Universal Registration
Document 2025

Opinion on the Consolidated and Annual Financial Statements

| Unqualified opinion

Key audit matters

| Consolidated financial statements

| Revenue recognition,

| Valuation of goodwill,

| Accounting and valuation of provisions for risks and litigations, other provisions, and contingent liabilities

| Annual financial statements

| Valuation of investments

Specific Verifications

REPORTS ISSUED BY THE STATUTORY AUDITORS

REPORT ON THE RELATED-PARTY AGREEMENTS

(as of March 24th 2026)

Related-Party Agreements

Chapter 3.4, page 138,
Universal Registration
Document 2025

Agreements submitted for approval to the annual general meeting

- | We have not been notified of any agreement authorized during the year to be submitted to the annual general meeting for approval.

Agreements previously approved by the annual general meeting

- | We have not been advised of any agreement already approved by your General Shareholders' Meeting which remained in force during the year.

REPORTS ISSUED BY THE STATUTORY AUDITORS

REPORTS ISSUED FOR THE EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

(as of April 30th 2026 – available online)

Issuance of shares and/or marketable securities with retention and/or cancellation of preferential subscription rights

12th , 13th , 14th , 15th , 17th , 18th and 19th resolutions

| We have no matters to report as to the terms and conditions of the proposed operations.

Issuance of ordinary shares and/or securities giving access to the company's share capital, reserved for members of a company savings scheme

20th resolution

| As some final issuance conditions have not yet been determined, we will issue, as needed, a supplementary report when your Board of Directors will use those authorizations.

Issuance of ordinary shares and/or marketable securities for certain categories of beneficiaries with cancellation of preferential subscription rights

21st resolution

REPORTS ISSUED BY THE STATUTORY AUDITORS

SUSTAINABILITY AND TAXONOMY INFORMATION CERTIFICATION REPORT

(as of February 3rd 2026 - Report not subject to approval by the General Meeting)

Sustainability and taxonomy information

Chapter 4.5, pages 231-234,
Universal Registration
Document 2025

Limited assurance on three separate sections

- | Compliance with the requirements set out in the European Sustainability Reporting Standards (“ESRS”) of the process implemented to determine the information reported
- | Compliance with the requirements set out in the ESRS of the sustainability information included in the Group management report
- | Compliance with the requirements related to taxonomy information

Conclusions of the procedures carried out

- | We have not identified any material errors, omissions or inconsistencies

QUESTIONS / ANSWERS

VOTING ON RESOLUTIONS

ORDINARY GENERAL SHAREHOLDERS' MEETING

1ST RESOLUTION

|| Approval of the corporate financial statements for fiscal year 2025



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

2ND RESOLUTION

| Approval of the consolidated financial statements for fiscal year 2025



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

3RD RESOLUTION

| Allocation of the net income for fiscal year 2025 and declaration of a dividend of €3,75 per share



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

4TH RESOLUTION

| Special report of the Statutory Auditors on agreements referred to in Article L. 225-38 of the French Commercial Code



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

5TH RESOLUTION

| Renewal of the term of office of Mr. Tidjane Thiam as Director



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

6TH RESOLUTION

| Appointment of Mr. Benjamin Badinter as Director



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

RESOLUTION A

| Appointment of Ms. Jaime Teevan as Director



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

7TH RESOLUTION

| Approval of the information on the compensation of Corporate Officers for the fiscal year 2025 referred to in I of Article L. 22-10-9 of the French Commercial Code



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

8TH RESOLUTION

| Approval of the components of the total compensation and benefits of any kind paid or awarded with respect to fiscal year 2025 to Mr. Arthur Sadoun, Chairman and Chief Executive Officer



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

9TH RESOLUTION

| Approval of the compensation policy for the Chairman and Chief Executive Officer with respect to fiscal year 2026



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

10TH RESOLUTION

| Approval of the compensation policy for the Directors with respect to fiscal year 2026



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

11TH RESOLUTION

| Authorization to the Board of Directors, for a period of eighteen months, to allow the Company to trade in its own shares



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

12TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, with preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

13TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings different from those referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

14TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue, without preferential subscription rights, ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, by public offerings referred to in 1° of Article L. 411-2 of the French Monetary and Financial Code



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

15TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to increase the number of securities to be issued in the case of a capital increase, with or without preferential subscription rights, within the limit of 15% of the original issue carried out in pursuance of the twelfth to the fourteenth resolutions put before this Shareholders' Meeting



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

16TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to increase the share capital by incorporating reserves, earnings, premiums or other sums



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

17TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in the event of a public offering initiated by the Company



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

18TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company and/or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, to remunerate the contribution in kind granted to the Company and constituting shares and/or securities giving access to share capital, except in the case of a public offering initiated by the Company



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

19TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of one or more specifically designated person(s)



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

20TH RESOLUTION

| Delegation of authority to the Board of Directors, for a period of twenty-six months, to decide to issue ordinary shares in the Company or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of subscribers to a Company savings plan



1 = For

2 = Against

3 = Abstain

EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING

21ST RESOLUTION

| Delegation of authority to the Board of Directors, for a period of eighteen months, to decide to issue ordinary shares or securities giving access to ordinary shares in the Company or one of its subsidiaries, without preferential subscription rights, in favor of certain categories of beneficiaries, in the context of employee share ownership plans



1 = For

2 = Against

3 = Abstain

ORDINARY GENERAL SHAREHOLDERS' MEETING

22ND RESOLUTION

| Powers to carry out formalities



1 = For

2 = Against

3 = Abstain



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